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Operating Officers and Heads of Independent  
called upon to provide here, such responsibility in the  
field is implicit in the command function and inherent in  
the chain of command principle.

d. Moreover, the decision as to what sensitive personnel  
information should be reported by responsible field officials,  
and when and how, is often a matter of discretion and judgment  
which cannot be determined by Headquarters fiat.

e. Further, this responsibility has for several years  
been emphasized by OP representatives in the COS Seminar  
and in the briefing of Station and Base Chiefs, before their  
departure for the field, by representatives of the Office of  
Security.

f. Finally, any attempt to formalize procedures further  
would be essentially a bureaucratic exercise more likely to  
do harm than good since it could not be expected to achieve  
significant positive results and might instead be prejudicial  
to some individuals and generally detrimental to morale if  
interpreted as tending toward "Big Brotherism."

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h. Otherwise, beyond continuing treatment in the COS  
Seminar and inclusion in the briefing of outgoing Chiefs of  
Station or Base, no special action is called for.

4. Discussion: While we are not entirely persuaded by all  
the above rationale, we do not consider that our experience in the  
NE survey is necessarily typical, much less conclusive. Nor can  
we be certain that the placing of a formal requirement upon the  
field would have assured the reporting to Headquarters of all or even  
most of the half dozen cases which came to our attention in NE. In  
the absence of a useable data base indicating the frequency of sig-  
nificant behavioral deviations which were known but not reported at  
the time and which may later have emerged as part of a discernible  
and pernicious pattern, we must rely heavily upon the collective

SECRET

Personnel

HN

1 February 1971

Integration of Employee Information  
Influencing Personnel Actions

1. It is imperative that the Agency have a system which ensures that all pertinent information concerning Agency employees is readily available when personnel actions of any kind are being considered. The Official Personnel Folder maintained by the Director of Personnel is the Agency repository for official information pertaining to employees and is available to those Agency officers who have a "need to know" about the contents of any individual file.
2. It has been traditional and proper in the Agency for offices other than the Office of Personnel to maintain certain specialized information about Agency employees, such as information pertaining to medical, security, and fiscal matters. These offices do, however, without violating the confidential nature of the information or jeopardizing the "need to know" principle, keep the Director of Personnel advised as to the existence of information which should not be incorporated in the central files but which should be considered before effecting personnel actions. The Director of Personnel ensures that such information is

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any questions regarding suitability of employees for overseas assignments are carefully reviewed and are resolved before their departure. All Agency elements sharing the responsibility for assigning employees to overseas activities must be diligent in determining employee suitability. Information available to one element which, of itself, does not support a unilateral decision against overseas assignment may acquire significance when evaluated in connection with information possessed by other elements."

5. The responsibilities of supervisory personnel at all levels to contribute to assuring the best use of Agency personnel, in part through making sure that significant information on subordinates is available to competent authority, go hand in hand with their obligation to see that subordinates are fairly dealt with. In the interest of equity as well as of enlightened personnel policy, superiors are urged to bring to the early attention of subordinates any aspects of behavior or performance which, if continued or repeated, might sooner or later necessitate the filing of an adverse report of whatever kind. Frank discussion at an early date may well constitute a service to the individual concerned and obviate the need for more drastic action later on.

APPROVED  
1971

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INTERNAL

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# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Central Accessibility of Sensitive Personnel Information

FROM:

Deputy Director for Support

EXTENSION

5454

NO.

DATE

8 FEB 1971

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Security  
4E-60 Hqs.

2.

3.

4.

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15.

To 1:

The attached memorandum from the Inspector General and approved by the Executive Director-Comptroller is forwarded for your action on the recommendations in paragraph 5.

OP is taking action to publish the attached HN.

Copies of the attached have been sent to OP, OMS, and OTR.

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John W. Coffey

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28 January 1971

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Central Accessibility of Sensitive Personnel Information

1. Action: A recommendation for approval is contained in paragraph 5 below.

2. Background: You will recall that our survey of the NE Division noted certain deficiencies in the reporting and handling of sensitive personnel information and urged (Recommendation No. 20) that appropriate regulatory issuances be published. Following subsequent discussion, it was decided in a Deputies Meeting (28 October 1970) to establish an ad hoc group to study this problem further.

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a. Recognizing that occasional lapses have occurred in the past and may be anticipated in the future, the overall record is not such as to warrant any substantial revision in existing procedures and practices--the present system works pretty well.

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b. Headquarters regulatory issuances now in effect as implemented, adequately protect overall CIA interests in this area of concern.

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c. Although existing field regulations (specifically are less explicit and do not formally require responsible officials in the field to furnish Headquarters with the same sort of information which

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GROUP 1  
Excluded from automatic  
downgrading and  
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